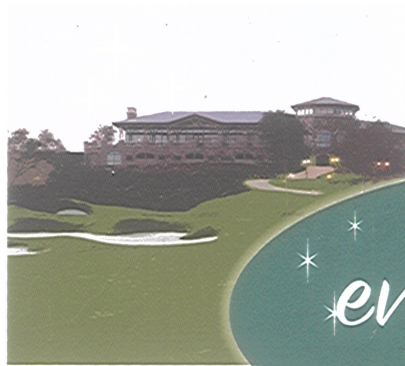
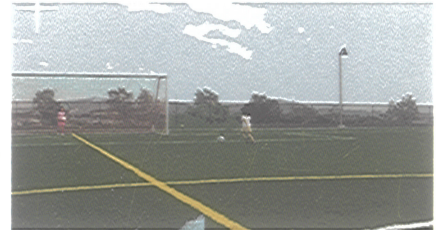
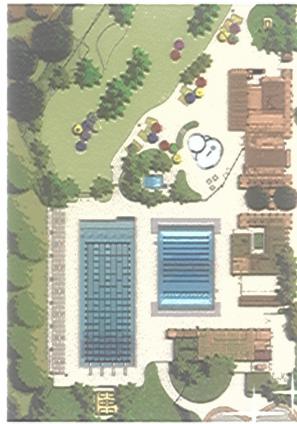


# CARLSBAD

CALIFORNIA



...it's the  
ever-evolving  
city!



*City of Carlsbad*  
*2008 - 2009*  
*Operating Budget & Capital Improvement Program*







# **City of Carlsbad 2008-09 Operating Budget and Capital Improvement Program**

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*Carlsbad...  
the ever-evolving  
city!*

# CITY OF CARLSBAD, CALIFORNIA 2008-2009 BUDGET

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## TABLE OF CONTENTS

Reader's Guide to the Budget .....	i
Council's Five-Year Vision Statements .....	ii
About the City of Carlsbad .....	iii
Organization Chart .....	iv

## **BUDGET OVERVIEW**

City Manager's Transmittal Letter .....	A-1
2008-09 Budget Highlights .....	A-3
Budget Process .....	A-4
Strategic Goals .....	A-4
Budget Summary .....	A-20
Personnel Allocations .....	A-21
2008-09 Budget Calendar .....	A-23
Budget Awards .....	A-24

## **OPERATING BUDGET**

Overview .....	B-1
Projected Fund Balances .....	B-14
Revenue Estimates .....	B-16
Budget Expenditure Schedule .....	B-22

## **Program Summaries**

### **Policy & Leadership Group**

Policy and Leadership Group Summary .....	C-1
City Council .....	C-2
City Clerk .....	C-4
City Treasurer .....	C-5
City Manager .....	C-7
Communication .....	C-9
City Attorney .....	C-11

### **Administrative Services**

Administrative Services Summary .....	D-1
Administration .....	D-2
Finance .....	D-3
Human Resources .....	D-5
Records Management .....	D-7
Workers' Compensation .....	D-8
Risk Management .....	D-9
Self-Insured Benefits .....	D-10
Information Technology .....	D-11
Miscellaneous Non-Departmental .....	D-13

### **Public Safety**

Public Safety Summary .....	E-1
Police Department Summary .....	E-2
Administration .....	E-4

TABLE OF CONTENTS

**Public Safety (continued)**

Field Operations .....	E-5
Community Services .....	E-6
Canine .....	E-8
Investigations/Field Evidence .....	E-9
Vice/Narcotics.....	E-11
Youth/School Programs .....	E-12
Property and Evidence/Records .....	E-13
Family Services .....	E-14
Task Force.....	E-15
Support Operations.....	E-16
Communications Center .....	E-17
Various Asset Forfeiture .....	E-18
Community Oriented Policing .....	E-19
Police Grants .....	E-20
Fire Department Summary.....	E-21
Administration.....	E-23
Emergency Operations .....	E-24
Fire Prevention .....	E-25
Weed Abatement.....	E-26
Disaster Preparedness .....	E-27

**Community Development**

Community Development Summary .....	F-1
Administration.....	F-2
Land Use Planning & Planning Commission .....	F-4
Geographic Information System.....	F-6
Economic Development.....	F-8
Building Inspection.....	F-10
Housing & Redevelopment Summary .....	F-11
Affordable Housing .....	F-12
Rental Assistance.....	F-13
Community Development Block Grant .....	F-14
Redevelopment Operations Village Area .....	F-16
Low/Moderate Income Housing Village Area .....	F-18
Redevelopment Operations South Carlsbad Coastal Area.....	F-19
Low/Moderate Income Housing South Carlsbad Coastal Area.....	F-20

**Community Services**

Community Services Summary.....	G-1
Library Summary .....	G-2
Georgina Cole Library.....	G-3
Carlsbad City Library (Dove Library) .....	G-5
Centro de Información .....	G-7
Technical Services.....	G-8
Collection Development & Acquisitions.....	G-9
Media Services .....	G-10
Adult Learning Program .....	G-12
Programs, Exhibits & Graphics .....	G-13
Cultural Arts Summary.....	G-14

## CITY OF CARLSBAD, CALIFORNIA 2008-2009 BUDGET

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### TABLE OF CONTENTS

#### **Community Services (continued)**

Arts Office .....	G-16
Sister City .....	G-18
Cultural Arts Donations .....	G-19
Recreation Summary .....	G-20
Park Planning & Recreation Management .....	G-22
Recreation Fee Supported .....	G-24
Recreation – Aquatics .....	G-27
Recreation – Agua Hedionda Lagoon Permits .....	G-30
Recreation Operations .....	G-31
Senior Programs .....	G-33

#### **Public Works**

Public Works Summary .....	H-1
Administration .....	H-2
Engineering Summary .....	H-4
General / Water & Sewer Enterprise .....	H-5
Engineering Storm Water .....	H-9
General Services Summary .....	H-11
Park Maintenance .....	H-14
Trails .....	H-16
Facilities Maintenance .....	H-17
Street Maintenance .....	H-19
Traffic Signal Maintenance .....	H-21
Street Tree Maintenance .....	H-22
Median Maintenance .....	H-23
Street Lighting .....	H-24
Buena Vista Channel Maintenance .....	H-25
Lighting & Landscape District No. 2 .....	H-26
Vehicle Maintenance .....	H-27
Vehicle Replacement .....	H-29
Maintenance & Operations Summary .....	H-30
Water Operations .....	H-32
Wastewater Operations .....	H-34
Environmental Programs .....	H-36
Solid Waste Management .....	H-37
Storm Water Protection .....	H-39

#### **CAPITAL IMPROVEMENT PROGRAM – OPERATING BUDGET**

Overview .....	I-1
Project Evaluation .....	I-2
Capital Projects --The Next Five Years .....	I-3
Capital Projects – Through Buildout .....	I-5
Future Growth and Development .....	I-7
Revenues .....	I-9
Summary .....	I-10
Growth Management Plan .....	I-11
Capital Funds Projected Fund Balances for FY 2007-2008 .....	I-12
Capital Funds Projected Fund Balances for FY 2008-2009 .....	I-13

CITY OF CARLSBAD, CALIFORNIA 2008-2009 BUDGET

TABLE OF CONTENTS

**Capital Improvement Program (continued)**  
Capital Revenues Actual and Estimated..... I-14  
Capital Funds Budget Expenditure Schedule ..... I-15

**Capital Projects**  
Detail Schedule of Capital Projects by Category FY 2008-2009 to Buildout ..... J-1

**Fund Summary**  
Capital Improvement Program Fund Summary ..... K-1  
Glossary of Capital Project Funding Sources ..... K-14

**APPENDICES**

Planned Major Capital Outlay Items 2008-2009..... L-1  
Out of State Travel Requests 2008-2009..... L-2  
Miscellaneous Statistical Information..... L-5  
Accounting Systems and Budgetary Control..... L-6  
Resolutions Adopting the Budget..... L-7  
Gann Limit Resolution ..... L-18  
Glossary ..... L-33

## **READER'S GUIDE TO THE BUDGET**

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This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2008-09 budget. The budget is separated into three major sections: the Overview, the Operating budget, and the Capital Improvement Program.

### **Overview**

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating budget and the Capital Improvement Program, as well as information on personnel allocations and debt management issues.

### **Operating Budget**

The Operating budget section has seven tabbed sections providing a summary of the operating budget and budget information for each of the six major service areas. The summary section begins with an overview of the revenue assumptions and the policies used to develop the budget. The overview is followed by tables providing detailed information on fund balances, expenditures, and revenues. The following sections are separated by major service areas, which are Policy and Leadership Group, Administrative Services, Public Safety, Community Services, Community Development, and Public Works. Within these broad categories, the budget is organized on a departmental basis. Summaries, financial and descriptive, are included for department groups containing more than one program. The summary page is followed by detailed program information. Some departments consist of one program only, and thus only one page is included for them. For each program, a financial history and the 2008-09 budget figures are presented. Also included are narrative statements describing program activities, associated workload measures or performance objectives, key achievements for 2007-08, and key goals for 2008-09.

### **Capital Improvement Program**

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables by funding source and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and detail expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

### **Appendices**

The Appendices contain a detailed listing of the 2008-09 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on the Gann Limit, budget process, accounting system and budgetary control, the adopted Resolution for the budget, and a glossary.





**Carlsbad City Council**  
**2008**  
**Five-Year Vision Statements**



***City Council continues to clarify and pursue the vision of Carlsbad that reflects the pride and quality of life for all who live, work, and play here.***

**Carlsbad . . .**

- ◆ Provides a diverse and healthy economic base that creates opportunities for employment to the residents of Carlsbad, economic vitality to the community, and the necessary revenues to support City services.
- ◆ Provides programs, policies and decisions to implement the General Plan, enforce the Growth Management Plan, maintain the safety and security of its citizens, and are based on what is best for Carlsbad.
- ◆ Occupies a leadership role in local and regional planning, (e.g., water, beach, circulation, and environmental issues) important to local governments and is actively involved addressing governmental issues at the local, state and national levels.
- ◆ Provides an open government leading to the betterment of the community and encourages, in a non-partisan manner, active citizen participation and involvement with the City Council and the City's Boards and Commissions.

**And Carlsbad Efficiently and Effectively...**

- ◆ Delivers top-quality public services.
- ◆ Manages its environment proactively, including:
  - Open space
  - Wildlife habitats
  - Water quality/conservation
  - Beach erosion
  - Air quality
  - Resource conservation and waste reduction
- ◆ Promotes a safe and efficient integrated transportation system.
- ◆ Maintains citywide "small town" community spirit.
- ◆ Provides a community where continuous and life-long learning is supported and encouraged for people of all ages.
- ◆ Looks ahead and works to anticipate changes that are required now in order to make a better future for its citizens.

## ABOUT THE CITY OF CARLSBAD

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The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The City is governed by a five-member City Council under the Council/Manager form of government. Although the “village” dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the City is over two-thirds developed and is expected to grow from a population of 101,337 to 117,000 once its 42 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 21 auto dealers; 37 hotels offering over 3,500 rooms for tourist lodging; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



The City provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library, planning and zoning, building and engineering, various maintenance services, and administration. The City provides water services through the Carlsbad Municipal Water District, a subsidiary district of the City. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual City services, Carlsbad offers a wide variety of programs to help local residents and businesses. The City has a Redevelopment Agency with two active areas: the Village Redevelopment area that encompasses 0.4 square miles of the downtown area; and the South Carlsbad Coastal Redevelopment area, which is just south of the Village Redevelopment area and fronts the Pacific Ocean. The City's Housing Authority administers federal housing assistance to 622 low-income Carlsbad families. Older Carlsbad residents receive assistance through the City's senior citizen programs.

School programs and facilities are provided by four different school districts located within the City boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad's residents. Thus, the Council and staff work with the school districts on a regular basis.



# CITY OF CARLSBAD ORGANIZATION CHART

